

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

QUARTERLY REPORT: APRIL – JUNE 2012



Mehr TV interviews a student that competed and was a finalist in the Municipal Art Contest held by the Mazar-e-Sharif Municipality with RU-N support on May 8, 2012.

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ABBREVIATIONS & TERMS

AO	Assistance Objective
AFN	Afghani (monetary unit of Afghanistan)
CLIN	Contract Line Item
CO	Contracts Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
FAF	Foreign Assistance Framework
GIRoA	Government of the Islamic Republic of Afghanistan
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PMP	Performance Management Plan
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC N	ISAF Regional Command North
RFP	Request for Proposals
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SIP	Service Improvement Plan
SOP	Standard Operating Procedures
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
TBD	To be determined
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalanter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>mustoufiat</i>	Sub national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>moqarara</i>	Regulation
<i>zarang</i>	motorized rickshaw, a three-wheeled motorcycle modified with carrying capacity

RAMP UP NORTH: APRIL – JUNE OVERVIEW

This quarter, the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP - North) continued to support municipalities with a combination of capacity building, the implementation of sub-projects, and community engagement activities. RU-N sub-projects made significant progress this quarter, with seven of the first round sub-projects reaching completion and, with continuous RU-N support, transitioning to municipal management. Of particular success this quarter was RU-N advisors working with municipal officials and citizens on ensuring the sustainability of these improved services, including holding Service Delivery Advisory Groups (SDAG) meetings, continued citizen monitoring of the improved municipal service, and regular consultations with municipal officials. RU-N advisors also made significant progress on developing the second and third round of sub-projects to support the municipality. Most second round projects have reached the procurement phase, and all nine municipalities have also engaged with their SDAGs to select prioritized project priorities for the third round sub-projects.

In June, RU-N also began a new initiative to respond to the emergency situation in Sar-e-Pul, caused by flash flooding in May. RU-N responded promptly to the crisis, engaging with the municipality and conducting an assessment of the damage to the city's infrastructure. Following USAID approval of proposed projects that will repair the damage caused by the flooding, RU-N began conducting site surveys and assessments for the proposed projects, as well as mobilizing additional staff to support this new initiative.

Throughout this quarter, RU-N also made significant progress on building municipal capacity in key areas that will improve municipal functions and services. RU-N support to municipalities resulted in the successful revisions and submission of all nine municipal budgets to GDMA by June. The improved business registration and licensing system continues to be implemented in the five municipalities engaged in the process¹. RU-N advisors also continued to increase municipal engagement with their communities through on-going support to community meetings, citizen surveys, and public outreach efforts such as a Municipal Art Contest for high school students to raise awareness of municipal functions and services.

MUNICIPAL PROGRESS/PROGRAMMATIC HIGHLIGHTS

CAPACITY BUILDING

Building the capacity of municipal officials remained a focus of RU-N staff throughout this quarter. Advisors continued to provide support to the municipalities on how to develop and manage projects that improve municipal services, providing training on sub-project selection, project design, procurement and monitoring and control of project implementation. Advisors also continued to build municipal capacity on basic administrative requirements and regular municipal functions, such as budget preparation and improving the business registration and licensing process.

Consultations

RU-N advisors regularly consult with municipal officials and other government bodies as part of coordination and engagement efforts. This quarter, consultations were held on a number of subject related functions, including budget preparations and revisions, coordinating information for GDMA on municipal notice boards and municipal websites, as well as supporting the municipalities in drafting Municipal Economic Profiles. Some examples of RU-N consultations this quarter are listed below:



The RU-N team coordinates with the Central Statistics Department in Faizabad on June 10, 2012, to collect information for the Municipal Economic Profile.

¹ The UNDP/ASGP program supports the other four municipalities of the nine within RU-Ns area of operation with business registration and licensing.

- Throughout April and May, RU-N advisors coordinated and consulted with municipal officials on preparations for the annual municipal budgets, which were revised in April from a 12-month format to a 9-month format.
- Based on an initiative from the General Directorate of Municipal Affairs (GDMA) in the Independent Directorate of Local Government (IDLG), RU-N advisors coordinated and consulted with municipal officials throughout June to collect basic information on the municipalities and the services they provide for inclusion in municipal notice boards and a website for municipalities. Completed information on the municipal notice boards was submitted to IDLG on June 17.
- As part of the on-going implementation of RU-N sub-projects, advisors regularly consult with municipal officials and citizens on the process and progress of these projects. For example, on May 21, RU-N advisors organized an SDAG meeting in the Maymana Municipality to discuss the Scope of Work (SoW) for the second-round sub-project, so that all participants understood and accepted the work planned as part of the project.
- Following the completion of many of the RU-N first round projects in May and June, RU-N advisors began regular consultations with municipal officials on the process and steps for ensuring the sustainability ties after the transition of these sub-projects to municipal management. For example, on June 12, RU-N advisors in Mazar-e-Sharif organized a meeting with the SDAG and municipal officials to discuss the continuation of trash collection services in District 5, following the transfer of management responsibilities to the municipality.
- During June, RU-N advisors consulted with municipal officials to develop Municipal Economic Profiles, which will help municipalities identify areas of potential investment and development that will have the greatest impacts on local businesses.

Technical Assistance

RU-N provides technical assistance (TA) to municipal officials on topics that are first introduced through functional training. This quarter, advisors provided follow-up technical assistance in areas such as business registration and licensing, procurement, municipal budgeting and sub-project development and management. Some examples of the TA provided by RU-N advisors include:

- RU-N advisors worked closely with municipal officials from the Revenue Department and other municipal departments on the business registration and licensing process in the five municipalities implementing the new registration process: Aybak Faizabad, Taloqan Sar-e-Pul and Pul-e-Khumri. For example, from May 20-24, advisors provided TA to Revenue Department staff in Taloqan on how to print and organize tax bills generated by the new registration database.
- Advisors continued to provide TA to municipal officials throughout this quarter in all nine municipalities on budget preparation, as municipalities worked to comply with GDMA's request to convert 12-month budgets to 9-month budgets in order to comply with a change in GIRA's budget cycle. RU-N advisors worked with municipal officials on methods for preparing revenue projections, expenditure estimates, and correctly completing all budget forms and documentation required by IDLG/GDMA.



RU-N Advisors in Aybak provide training to Revenue Department staff on the computerized business registration and licensing process on June 12, 2012.

Regional Workshops/Conferences

Following a request from IDLG, RU-N advisors assisted and supported the municipality in preparing public conferences on the draft municipal law from April 10-11, which provided feedback to GDMA on the proposed changed and new provisions. RU-N advisors were the main facilitators of this conference in four municipalities

(Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan) while providing support to the United Nations Development Programme (UNDP) on facilitation in the other five municipalities (Aybak, Kunduz, Maymana, Mazar-e-Sharif and Sheberghan). During the workshop, which was attended by representatives (*kalantars*), civil society representatives (including women and youth), NGOs, and private sector representatives, the Governors and Mayors gave opening remarks, followed by a discussion among participants of key provisions in the draft law. In the municipalities where RU-N was lead facilitator, advisors were also involved in collecting and submitting the feedback to IDLG officials.

During this quarter, RU-N also held a number of training of trainers (TOT) on various subjects. A TOT on Community Engagement was held on May 21, where RU-N embedded advisors were trained on the project selection process, decision-making techniques, survey methodology and citizen monitoring. Advisors also engaged in a role-play on conducting surveys, with a specific focus on using the information gathered to inform decision-making. Additional TOT on Ethics and Compliance were held on May 3 and June 27, which covered basic compliance issues of fraud, bribery, gratuities, conflicts of interest and how to handle procurement-sensitive information. A Gender Awareness TOT was also held for RU-N embedded advisors on 26 June, with discussions of the concept of gender and how gender is managed in community and government relations.



Citizens in Mazar-e-Sharif discuss the provisions of the draft municipal law on April 11 during a conference organized at the request of GDMA and supported by RU-N.

Functional/Project-based Training

RU-N staff continued to use the Sustainable Service Delivery Improvement sub-projects as a way to provide practical training to municipal officials on how to manage service delivery. The main topics of functional training included: project selection, procurement, project implementation and monitoring, and public outreach.

For example, RU-N advisors held training on basic procurement principles as part of open and transparent bid openings held in Maymana on April 24 and Kunduz on June 26. Functional training on citizen engagement and public outreach during “sustainability” meetings were held with municipal officials and SDAG officials throughout the month of June, where municipal officials worked with RU-N advisors to address public concerns and feedback about the continuation of services that RU-N had funded as part of the first round sub-projects. Municipal officials were also trained in the project selection process and decision-making as part of the SDAG meetings held in June to select the third round RU-N sub-projects.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT SUB-PROJECTS

Sustainable Service Delivery Improvement Sub-projects are meant to 1) improve services to citizens on behalf of the mayor; 2) promote improved service delivery models that can be sustained and replicated; 3) create an environment where citizens play a role in determining community needs, monitoring results, and providing the revenues needed to sustain municipal services; and 4) serve as a vehicle to build the capacities of municipal staff in terms of planning, procurement, construction management, budgeting, and other key skills.

This quarter RU-N advisors were engaged with all three rounds of sub-projects. During this quarter, seven of the round one sub-projects reached completion, which, along with the sub-project in Aybak that was completed at the end of last year, raises the total number of completed RU-N sub-projects to eight. As the sub-projects neared completion, RU-N advisors worked to ensure that the management of project activities was transferred over to their respective municipalities. At the end of this quarter RU-N advisors were engaged with first round sub-projects in two ways: supporting municipal officials and citizens to monitor these projects and preparing for the close out of the projects. One first round sub-project was also initiated this quarter, the Maymana Sub-project, Women’s Park Improvement, which started on May 21 and is progressing according to schedule. RU-N advisors are working with municipal officials and citizens to closely monitor the work progress in Maymana. A summary of the status of first round sub-projects can be found in the table under indicator 2.1. (See: Indicator 2.1: # of projects completed with community and GIRoA involvement)

In terms of second round sub-projects, most projects have entered the procurement phase during this quarter. For example, the bid opening and evaluation for the Kunduz City Park Improvement Sub-Project took place on June 26-28, and RFPs were issued for six additional sub-projects in Aybak, Mazar-e-Sharif, Maymana, Sar-e-Pul, Sheberghan, and Taloqan. The bid openings and evaluations for these municipalities will start at the beginning of the next quarter. The Pul-e-Khumri sub-project was also approved at the end of June and is entering the procurement phase. The Faizabad Scope of Work for the proposed construction of latrines is under revision to ensure the viability and sustainability of the sub-project in terms of water access and the location of the construction site. The status of second round sub-projects is summarized in the table under indicator 2.1. (See: Indicator 2.1: # of projects completed with community and GIRoA involvement)



Municipal officials and citizens monitor the progress of construction on the Women's Park Improvement Project, with RU-N support, in Maymana on June 13, 2012.

This quarter was also significant for beginning the development of the round 3 sub-projects. By June, SDAG meetings had been held in all nine municipalities to select priorities for third round sub-projects, with technical assistance from RU-N. Pul-e-Khumri was the last municipality that selected its round 3 sub-project on June 28. By the end of the reporting period most municipalities were working on the development of Service Delivery Improvement Plans for the round 3 sub-projects.

Sar-e-Pul Post-Flooding Assistance Project

On May 19, the municipality of Sar-e-Pul was hit with a massive flash flood that damaged residential houses and city infrastructure. The Mayor requested international assistance, and at the request of USAID RU-N conducted a rapid assessment of the town and proposed a number of projects to address the damage, including the construction of a pedestrian bridge and a vehicular bridge, repairing roads and culverts, and a canal cleaning and repair project employing local labor from families whose houses were damaged during the floods. Following USAID approval, the RU-N team began hiring additional national and international staff for the effort, conducting surveys and site assessments, as well as coordinating with other organizations assisting in the post-flood emergency.

MUNICIPAL BUDGET PREPARATION AND REVENUE GENERATION

RU-N advisors continued to support municipalities in their budget preparation process, providing training and support on drafting the initial 12-month budget proposals, as well as working with officials to revise these proposals to fit IDLG/GDMA's request that the budgets cover only nine months of the year, allowing IDLG to realign the budget cycle to the calendar year. The 12-month budgets were completed in early April, with revisions carried out throughout April and most budgets completed and submitted to IDLG/GDMA in May.

Details relating to the budget preparation and submission process are presented in the table below:

<i>RU-N-Assisted Budget Preparation by Municipality as of June 30, 2012</i>				
Municipality	Date 12-month budget finalized and ready to submit to IDLG/GDMA	Date 9-month budget revisions completed	Date 9-month budget signed by Governor	Date 9-month budget submitted to IDLG/GDMA
Aybak	4/3/12	4/17/12	4/25/12	5/09/12
Faizabad	4/1/12	4/12/12	4/25/12	4/28/12
Kunduz	3/29/12	4/8/12	4/18/12	4/21/12
Mazar-e-Sharif	4/2/12	4/9/12	4/9/12	4/18/12
Pul-e-Khumri	3/28/12	4/18/12	5/01/12	5/05/12
Sar-e-Pul	4/1/12	4/18/12	4/26/12	5/19/12
Sheberghan	4/4/12	4/16/12	4/17/12	4/21/12
Taloqan	4/1/12	4/19/12	5/15/12	5/20/12
Maymana	*	4/25/12	5/23/12	6/16/12

RU-N advisors also continued to promote the improved business registration and licensing system in the five municipalities that have undergone the reform process - Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan. During April, advisors continued to work with municipalities to enter information from the business registration surveys into a computerized database that can automatically generate tax bills and licenses for business owners. Once the registration forms had been entered, advisors worked with the municipality to print and distribute tax bills to business owners throughout April and May. By June, business owners were paying their taxes at the bank and then submitting the receipt at the municipality to receive their licenses, which were printed with RU-N support.

Sar-e-Pul was slightly delayed in this process, due to a lack of clarity on the tax rates that should be set for different types of businesses. Once this issue was addressed during a Provincial Administration Meeting on June 18, Sar-e-Pul also began printing tax bills for distribution.

Details in relation to business registration and licensing as of June 30, including a comparison with the previous year, are listed in the table below:



A member of the RU-N survey team distributes tax bills to a business owner as part of the business registration and licensing process in Taloqan on June 27, 2012.

RU-N Business Registration and Licensing Program Status Report as of June 30, 2012							
Municipality	Registered Businesses and Licenses Issued (Baseline-1390)	Newly Registered Businesses (1391)	Printed Tax Bills	Issued Tax Bills	# of Licenses Issued	Increase in Number of Businesses Registered	% Increase in Businesses Registered
Faizabad	884	2106	All	All	218	1222	138%
Taloqan	1600	4510	All	All	1150	2910	182%
Pul-e-Khumri	3300	3836	All	760	389	536	16%
Aybak	1395	1924	All	All	930	529	38%
Sar-e-Pul	1184	1555	500	0	0	371	31%
Grand Total	8363	13931				5568	66.5%

COMMUNITY ENGAGEMENT

Community engagement continues to be a key area of RU-N support to municipalities, and this quarter RU-N worked with a particular emphasis on increasing women's participation in the SDAG meetings. RU-N also continued engagement mechanisms including regular SDAG meetings, sub-project beneficiary group meetings, *kalantar* meetings and citizen surveys.

SDAG and Beneficiary Group Meetings

This quarter, RU-N facilitated 15 SDAG meetings in all nine northern municipalities. Meetings were held to discuss the sustainability of the first round RU-N sub-projects as they transferred over to municipal control, as well as to select the third round RU-N sub-project. Some details of the various SDAG meetings are listed below:

- Regular citizen feedback through SDAG meetings has been a key element in ensuring the sustainability of RU-N first round projects. For example, during a SDAG meeting held on June 12 in Mazar-e-Sharif, citizens expressed their concern that the schedule of trash collection in District 5 would change following the transition of management of the services from RU-N to municipal management and oversight. Based on the feedback from this meeting, the Mayor committed to allocating increased municipal resources to the trash collection services and responding promptly to any issues raised by citizens on the trash collection schedule.
- SDAG members are actively participating in monitoring of the implementation of RU-N sub-projects. For example, SDAG members were involved in the monitoring of the construction of trash bins in Faizabad throughout April, and provided positive feedback to the municipality on the quality and schedule of construction.
- Regular meetings of the SDAG during project implementation helped manage citizen expectations about the implementation of projects. For example, in Pul-e-Khumri, SDAG meetings organized by the municipality with RU-N support helped manage citizen expectations about the revised schedule for the trash collection services that had resulted from delays in the winter from bad weather.
- Citizen priorities for the third round RU-N sub-project were held throughout June, with citizens voting to select and prioritize three possible project concepts to be reviewed for feasibility by the RU-N regional office.



Citizens in Mazar-e-Sharif discuss the sustainability of trash collection services in District 5 on June 12, 2012, as the services transition from RU-N support to municipal control and management.

In addition to SDAG meetings, RU-N advisors have facilitated other beneficiary group meetings, such as *kalantars* (municipal district representatives) meetings, as these groups are often an important link between municipal officials and citizens. Some examples of these types of meetings include:

- As projects transitioned from RU-N management to municipal control in April and May, some municipalities held meetings of key stakeholders and citizens to discuss the process and ensure that the transition went smoothly. For example, the Kunduz Municipality organized a transitional working group meeting on 17 May that included five municipal officials, ten members of the SDAG and four members of the Project Beneficiary Group (a group established for projects with a particular geographic focus).
- *Kalantar* meetings continue to be a key way for the municipality to connect with community representatives. For example, Mazar-e-Sharif held a *kalantar* meeting in May to discuss results from a citizen survey on the trash collection efforts in District 5, and plan for ways to resolve any concerns raised by citizens.

Citizen Surveys

RU-N advisors in all municipalities continued to conduct citizen surveys to determine the public response to RU-N supported sub-projects and overall municipal services. Regular surveys of citizen views were conducted in conjunction with the municipality and SDAG members throughout the implementation of the first round projects in April and May to identify any citizen concerns with sub-project activities, and also build the capacity of the municipality on ways to identify citizen needs and concerns. For example a survey held on May 15 in Sar-e-Pul found that 80% of citizens were satisfied with progress on the construction of a public park.

As RU-N projects reached completion and began the transition to municipal control, RU-N advisors conducted citizen-monitoring surveys in those municipalities that had improved trash collection services – Faizabad, Kunduz, Mazar-e-Sharif, Pul-e-Khumri and Taloqan – to check citizen responses to the continued services under municipal management. Results of these surveys were discussed with municipal officials and SDAG members to ensure that all stakeholders were confident in the municipality's capacity to continue these services after RU-N support.

RU-N advisors also conducted post-project surveys in May and June for all eight municipalities that have reached completion of the first round project, except Maymana whose project is still being implemented. Post-project surveys are done such that they can be compared to similar surveys conducted prior to the start of the project to determine citizen response to the project and any potential change in attitudes about the municipality as a result of the improved services provided with RU-N support. As the second round projects reach the procurement phase in June, RU-N advisors also conducted pre-project surveys in Aybak, Kunduz, Maymana, Sheberghan, Sar-e-Pul, and Taloqan.



RU-N advisors in Sar-e-Pul conduct a post-project survey on citizen views of the recently completed park improvement project on June 20, 2012.

Women's Participation in Municipal Decision Making

Throughout April and May, RU-N advisors worked with municipalities with a specific focus on increasing women's participation in SDAG meetings. RU-N staff worked to ensure that all SDAG included at least 25% representation from women, and when membership lists did not meet this requirement, RU-N advisors worked to recruit women citizen representatives from community and civil society groups. Following this effort, the percentage of women SDAG members significantly increased in six municipalities: Kunduz (37.5%), Mazar-e-Sharif (33%), Aybak (26%), Pul-e-Khumri (25%), Sheberghan (25%) and Faizabad (21%).

Women also engaged with the municipality in monitoring the progress of first round projects. Women SDAG members in Kunduz, for example, conducted a survey of 40 people on the trash collection services provided by the municipality with RU-N support, to help identify women's satisfaction with the service which was overall very positive.

Public Outreach and Citizen Awareness

RU-N advisors continue to engage the municipality in raising citizen awareness of the efforts being made to improve municipal services. A key part of this work is engaging with citizens to increase public understanding of municipal responsibilities. For example, RU-N advisors in Mazar-e-Sharif collaborated with Education Directorate of Mazar-e-Sharif to organize a painting contest for more than 100 students from four schools on May 8. Municipal officials discussed their work on cleaning and greening with students, followed by students producing drawings on the theme of greening and cleaning the city. Paintings were judged by a panel of teachers, and the winners of the contest were presented with awards and prizes of school bags and art supplies. Advisors also worked on preparations for future public outreach efforts by collecting information requested by GDMA for municipal websites and municipal notice boards. The completed information on municipal notice boards from all nine municipalities was submitted to GDMA on June 17.



A student works on a drawing of his vision of a clean and green city as part of the Municipal Art Contest held on May 8, 2012.

PROGRESS BY INDICATOR ON THE RU-N PERFORMANCE MANAGEMENT PLAN

RU-N's primary Project Objective (PO) is "create effective, responsive, democratic, transparent, accountable, and gender-sensitive municipal governance." The program accomplishes this objective by: (a) Increasing the capacity of GIRoA municipal officials; (b) Markedly improving the delivery of municipal services to citizens in target municipalities; and (c) increasing municipal capacity to enable, support, and sustain economic growth. The three annual indicators that RU-N has selected to measure overall impact are not included in this quarterly report, as baseline data for those indicators was collected in July 2011. The next round of data collection will take place in November 2012, to allow for the completion of the Year 1 work plan activities.

This section presents a detailed review of each RU-N indicator, disaggregated as per the performance management plan, and illustrates progress against quarterly program indicators during the reporting period.

A snapshot of all RU-N indicators (quarterly and annual) is included in the table below followed by a short progress description for each indicator:

Indicator	Baseline	Annual Target	July -- Sept 2011	Oct -- Dec 2011	Jan -- Mar 2012	Apr -- Jun 2012	Notes
CLIN 1 Indicators							
1.1: # of municipalities with functioning accounting systems	0	5	0	0	0	0	
1.2: # of budget meetings (hearings) organized with RU-N assistance	0	18	n/a	n/a	9	n/a	
1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government	0	5	0	5	8	6	
1.4: # of individuals who received RU-N training, to strengthen local government and/or decentralization	0	90	0	171	162	19	

Indicator	Baseline	Annual Target	July -- Sept 2011	Oct – Dec 2011	Jan – Mar 2012	Apr – Jun 2012	Notes
CLIN 2 Indicators							
2.1: # of projects completed with community and GIRoA involvement	0	30	0	1	0	7	
2.2: % of sub-projects implemented that continue to be sustainable 3/6 months after completion	0	70%/50%	n/a	n/a	100 %	100%	New Indicator
2.3: % of households with regular access to municipality-provided services improved with RU-N assistance	0	25%	n/a	n/a	100%	32%	Annual indicator
2.4: # of citizens participating in local mechanisms to engage their sub-national government	0	450	n/a	n/a	1,259	1,867	New indicator
2.5: # of meetings conducted between community councils and governmental entities	0	108	n/a	n/a	32	32	New indicator

Indicator	Baseline	Annual Target	July -- Sept 2011	Oct -- Dec 2011	Jan -- Mar 2012	Apr -- Jun 2012	Notes
CLIN 3 Indicators							
3.1: # of public private partnerships formed as a result of RU-N assistance	0	4	0	0	0	0	In development as part of some round two projects
3.2: % increase in total revenue generated	0	15%	n/a	n/a	37%	n/a	See explanations under indicator 3.2
3.3: % of unregistered businesses that register and obtain a license as a result of RU-N support	0	60%	n/a	n/a	0%	19%	New indicator

Indicator	Baseline	Annual Target	July – Sept 2011	Oct – Dec 2011	Jan – Mar 2012	Apr – Jun 2012	Notes
Reporting Indicators							
R1: # of government officials receiving RU-N-supported anti-corruption training	0	36	0	14	22	6	
R2: # of sub-national government entities receiving RU-N assistance to improve their performance	0	9	0	9	9	9	
R3: # of sub-national governments receiving RU-N assistance to increase their annual own-source revenues	0	9	0	9	9	9	
R4: # of mechanisms for external oversight of public resource use support	0	9	2	2	3	2	

PROGRESS TOWARDS IR 1: CAPACITY BUILDING OF GIROA OFFICIALS AT MUNICIPAL LEVEL

Indicator 1.1: # of municipalities with functioning accounting systems

A functioning accounting system, as measured by Indicator 1.1, is defined as a method of transparently, consistently, and verifiably recording the collection and use or disposition of financial resources. RU-N has developed a system to measure this indicator, which is an assessment of ten accounting practices that would be required to fulfill government requirements for municipalities—including the recording revenues and expenditures daily, reconciling revenues and expenditures with bank statements on a quarterly basis, preparing quarterly financial and budgetary reports, the existence of an organized filing system for budgetary information, the use of the Ministry of Finance's official Chart of Accounts, and the existence of an asset inventory. All ten requirements must be met in order for a municipality to be classified as having a functional accounting system. RU-N advisors are in the process of conducting this assessment, using interviews with municipal officials and verification, through a photo or copy, of the associated documents.

Indicator 1.1: # of municipalities with functioning accounting systems								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	0	0	0	0			
Option Year One	n/a	5				0	0	

Indicator 1.2: # of budget meetings (hearings) organized with RU-N assistance

Indicator 1.2 is a new, quarterly indicator aimed at promoting increased transparency and accountability of municipal officials on budget preparation and implementation. Through public/meetings hearings, citizens will not only offer feedback on planned budget allocations, but they will also be informed of the content of the approved budgets before they are implemented.

Indicator 1.2: # of budget meetings (hearings) organized with RU-N assistance								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	0	n/a	n/a	n/a			
Option Year One	n/a	18				9	n/a	

RU-N did not have any activities this quarter to support the municipalities in organizing budget meetings or hearings, as the finalized municipal budgets have been submitted and are still in the approval process with IDLG/GDMA. The program will support municipalities in organizing public hearings when the budgets are approved by GDMA/IDLG and the Ministry of Finance.

Indicator 1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government

This Indicator measures the number of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government to help create more responsive, effective, transparent, accountable, and gender-sensitive municipal governance and, thereby, increase the level of good governance in RU-N supported municipalities.

Indicator 1.3: # of local mechanisms supported with RU-N assistance for citizens to engage in their sub-national government								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	2	0	3	5			
Option Year One	n/a	5				8	6	

RU-N has identified the following eight mechanisms, to be supported through its programming: 1) citizen forums (via the Service Delivery Advisory Group, the Economic Development Advisory Group, Project Beneficiary Groups and *Kalantar* meetings), 2) *jirgas*/hearings, 3) opening/closing ceremonies, 4) media and public outreach training, 5) newsletter, 6) website, 7) report cards 8) other.

During the quarter the following engagement mechanisms were used:

Local Government Engagement Mechanisms April - June 2012									
Municipality Municipality (Province)	Number of Instances of Each Type of Mechanism (number of meetings/interviews)								
	Citizen Forums	<i>Jirgas</i> /Hearings	Opening/closing ceremonies	Media and public outreach training	Newsletters	Website	Report cards	Other (loudspeakers, flyers, and other surveys)	Total number of mechanisms
Aybak	2	1							2
Faizabad	5	1	1	1			4		5
Kunduz	6	1	1				3		4
Maymana	1	1	1				1		4
Mazar-e-Sharif	3	1	1	1			3		5
Pul-e-Khumri	2	1	1				2		4
Sar-e-Pul	1	1	1				3		4
Sheberghan	1	1	1				2		4
Taloqan	1	1	1			1	3		5
Total	31	9	8	2	0	1	21	0	6

Indicator 1.4: # of individuals who received RU-N training to strengthen local government and/or decentralization

Indicator 1.4: # of individuals who received RU-N training to strengthen local government and/or decentralization								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	18	0	0	171			Project-based training
Option Year One	n/a	90				162	19	

The tables below provide detailed numbers of male/female municipal officials and citizens who attended the training sessions by municipality.

Detailed list of municipal officials who received RU-N training to strengthen local government and/or decentralization – April - June 2012																			
	Aybak		Faizabad		Kunduz		Maymana		Mazar—e-Sharif		Pul-e-Khumri		Sar-e-Pul		Sheberghan		Taloqan		TOTAL
Type of Training	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M F
Procurement					3		1												4
Budget Preparation																			
Business Registration/Licensing																			
TOTAL					3		1												4 0

Detailed list of citizens who received RU-N training to strengthen local government and/or decentralization – April - June 2012																				
	Aybak		Faizabad		Kunduz		Maymana		Mazar— e-Sharif		Pul-e- Khumri		Sar-e-Pul		Shebergh an		Taloqan		TOTAL	
Type of Training	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Procurement					4	2	9													
Budget Preparation																				
Business Registration/ Licensing																				
TOTAL					4	2	9												13	2

PROGRESS TOWARDS IR 2: SUPPORT TO GIROA TO PROVIDE RESPONSIVE, EFFECTIVE, AND VISIBLE MUNICIPAL SERVICE DELIVERY

The performance measures under IR 2 help RU-N track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities.

Indicator 2.1: # of projects completed with community and GIROA involvement

Active cooperation between GIROA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue and engaging in joint implementation and project evaluation. As measured by Indicator 2.1, RU-N strives to ensure that all projects are completed with both community and municipal involvement. Projects are reported as completed when the municipality has signed off on the completion of the project, either through the substantial completion certificate or the completion of all contract works by the contractor. This indicator is reported quarterly.

Indicator 2.1: # of projects completed with community and GIROA involvement								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	1	0	0	1			
Option Year One	n/a	30				0	7	

Seven sub-projects were completed this quarter, with one additional sub-project in Maymana currently in progress. In addition, the second round of sub-projects has now reached the procurement phase and expected to begin implementation next quarter. The tables below show sub-project progress.

First Round Sustainable Service Delivery Improvement Sub-projects— Status as of June 30, 2012 by Municipality						
No	Region	Municipality	Province	Title	Status	% complete to date
1	North	Aybak	Samangan	Central park improvement	Closed	100%
2	North	Faizabad	Badakhshan	District 1 and 5 trash collection	Completed	100%
3	North	Kunduz	Kunduz	Trash collection	Completed	100%
4	North	Maymana	Faryab	Women's park construction	Ongoing	10%
5	North	Mazar-e-Sharif	Balkh	District 5 trash collection	Completed	100%
6	North	Pul-e-Khumri	Baghlan	Trash collection	Completed	100%
7	North	Sar-e-Pul	Sar-e-Pul	Central park improvement	Completed	100%
8	North	Sheberghan	Jawzjan	Trash collection	Completed	100%
9	North	Taloqan	Takhar	Trash collection	Completed	100%

Second Round Sustainable Service Delivery Improvement Sub-projects —Status as of June 30, 2012 by Municipality					
No	Region	Municipality	Province	Title	Status
1	North	Aybak	Samangan	Construction of latrines	RFP Issued
2	North	Faizabad	Badakhshan	Construction of latrines	SoW in development
3	North	Kunduz	Kunduz	City Park Improvement	RFP Issued
4	North	Maymana	Faryab	Construction of Public Latrines	RFP Issued
5	North	Mazar-e-Sharif	Balkh	Trash Collection District 3	RFP Issued
6	North	Pul-e-Khumri	Baghlan	Park, Public Latrine and Public bath	Pending conceptual approval
7	North	Sar-e-Pul	Sar-e-Pul	City Market Improvement	RFP Issued
8	North	Sheberghan	Jawzjan	Construction of latrines	RFP Issued
9	North	Taloqan	Takhar	City Park Improvement	RFP Issued

Indicator 2.2: # of sub-projects implemented that continue to be sustainable 3/6 months after completion

Indicator 2.2 refers to projects implemented with community and GIRoA involvement that are sustained by the municipality. This means that the municipality has the resources (human and financial) to provide the same level of service as provided under RU-N funding.

Indicator 2.2: # of sub-projects implemented that continue to be sustainable 3/6 months after completion								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	n/a	n/a	n/a	n/a			New indicator
Option Year One	n/a	70%/50%				100%	100%	Aybak Park

This quarter, only one project was assessed for sustainability, since it is the only project that has been completed for 3 months during this reporting period. The Aybak Central Park improvement project has been sustained for three months (January – March 2012) by the municipality without RU-N funding. The Municipality is using funds allocated for cleaning and greening in their annual budget to maintain the park.

Indicator 2.3: % of households with regular access to municipality-provided services where services improved with RU-N assistance

Indicator 2.3 is an annual indicator that measures the percentage of households in an entire municipality that receive access to improved services with RU-N assistance. The indicator is measured by data collected for each sustainable service delivery improvement project after completion of the project.

Indicator 2.3: % of households with regular access to municipality-provided services where services improved with RU-N assistance								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	n/a	n/a	n/a	n/a			New indicator
Option Year One	n/a	25%				100%	32%	Annual indicator

This quarter, seven more RU-N sub-projects reached completion, and municipal households have now gained access to the improved services provided by the project. The table below shows RU-N estimates of the number of households with access to improved services as a result of these projects, as compared to Afghanistan CSO population data for each municipality.

Households ² by municipality with regular access to improved services as a result of RU-N assistance						
No	Municipality	Title of First Round RU-N Project	Status of First Round Project	Number of Households with Access to Improved Municipal Services	Number of Households in Municipal City Center	% of Residents with Improved Access ³
1	Aybak	Central park improvement	Completed	15,154	15,154	100%
2	Faizabad	District 1 and 5 trash collection	Completed	3,085	9,769	32%
3	Kunduz	Trash collection	Completed	6,148	45,815	13%
4	Maymana	Women's park construction	Ongoing	n/a	n/a	n/a
5	Mazar-e-Sharif	Trash collection in District 5	Completed	8,600	54,938	16%
6	Pul-e-Khumri	Trash collection	Completed	13,000	30,723	42%
7	Sar-e-Pul	Central park improvement	Nearing Completion	5,862	22,785	26%
8	Sheberghan	Trash collection	Completed	11,231	24,415	46%
9	Taloqan	Trash collection	Completed	11,850	33,062	36%
Total				74,928	236,662	32%

² Afghanistan's CSO data, as well as some of the beneficiary figures in the Sub-Project Scopes of Work, are reported in terms of residents and not households. These figures have been converted to households at the rate of 6.5 residents per household.

³ The final percentage for this indicator is the percentage of total beneficiaries as compared to the total cumulative households across all municipalities.

Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government

Mechanisms included for this indicator are as follows: *jirgas*, community councils, hearings, open meetings, websites, report cards, and citizen review boards.

Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	250	n/a	n/a	n/a			New indicator
Option Year One	n/a	450				1,259	1,867	

The table below presents a breakdown of the participants by gender and municipality. Because of such a large number of citizens participating, there is a possibility of double-counting.

Detailed list of citizens participating in local mechanisms to engage their sub-national government																
	<i>Jirgas</i>		Community councils		Hearings		Open meetings		Websites		Report cards		Citizen review boards		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Aybak	50	10	22	3											72	13
Faizabad	47	8	76	12							140	20			263	40
Kunduz	64	7	90	36							60	60			214	103
Maymana	45	13	19	18							21	19			85	50
Mazar-e-Sharif	77	5	55	7							100	25			232	37
Pul-e-Khumri	36	12	22	11							60	20			118	43
Sar-e-Pul	39	8	18	3							100	20			157	31
Sheberghan	45	8	17	7							60	20			122	35
Taloqan	77	5	33	10					7		77	43			194	58
TOTAL	480	76	352	107	0	0	0	0	7	0	618	227	0	0	1457	410

Indicator 2.5: # of meetings conducted between community councils and governmental entities

Community councils refer to groups representing the citizens. For RU-N, they may include SDAGs, EDAGs, and other identified project beneficiary groups such as *kalanter*s, gender associations, and market associations.

Indicator 2.5: # meetings conducted between community councils and governmental entities								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	27	n/a	n/a	n/a			
Option Year One	n/a	108				32	32	

The table below shows data disaggregated by municipality and type of community council.

Community Council Meetings - April – June 2012								
Number of Instances of Each Type of Meeting								
Municipality (Province)	SDAG meetings	EDAG* meetings	Kalanter meetings	Project Beneficiary Group Meetings	Gender associations meetings	Market associations meetings	Other (Municipal Law Consultations)	Total number of meetings
Aybak (Samangan)	2						1	3
Faizabad (Badakshan)	2		2	1			1	6
Kunduz (Kunduz)	4		2				1	7
Maymana (Faryab)	1						1	2
Mazar-e-Sharif (Balkh)	1		1	1			1	4
Pul-e-Khumri (Baghlan)	1			1			1	3
Sar-e-Pul (Sar-e-Pul)	1						1	2
Sheberghan (Jawzjan)	1						1	2
Taloqan (Takhar)	2						1	3
Total	15	0	5	3	0	0	9	32

*Economic Delivery Advisory Groups (EDAGs) may not be established by RU-N, as there are similar existing groups. RU-N advisors are in the process of determining if existing groups can take the place of the EDAGs.

PROGRESS TOWARDS IR 3: SUPPORT TO GIROA TO IMPROVE ECONOMIC DEVELOPMENT AND REVENUE GENERATION AT MUNICIPAL LEVEL

Indicator 3.1: # of public-private partnerships formed as a result of RU-N assistance

Public-private partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike and are a required revenue enhancement activity for RU-N. Indicator 3.1 measures the number of PPPs established in each municipality each quarter. No PPPs were established during the last quarter, but the project has identified a number of possible PPPs in the second round of sub-projects, including PPP arrangements for the management of public latrines.

Indicator 3.1: # of public-private partnerships formed as a result of RU-N assistance								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	0	0	0	0			
Option Year One	n/a	4				0	0	PPPs planned for round 2 projects

Indicator 3.2: % increase in municipal revenue generated

Indicator 3.2: % increase in municipal revenue generated (Target: 15% Increase Each Project Year)						
Baseline 1389 Total Revenues AFN	Base Year 1390 Total Revenues AFN	Amount of Increase AFN	Percentage Increase	Option Year 1 1391 Total Revenues AFN	Amount of Increase AFN	Percentage Increase
536,865,287	737,689,135	200,823,848	37%			

Revenues are reported on the basis of the Afghan fiscal year, which corresponds to the *Hijri Shamsi* calendar (March 21 – March 20). The following table disaggregates the total revenue data for 1389 by municipality and for 1390 by municipality by quarter.

<i>Indicator 3.2: % Increase in Total Revenue Generated (Target: 15% Increase Each Project Year)</i>								
MUNICIPALITY	BASELINE 1389 Total AFN 3/21/10 – 3/20/11	1390 Q1 AFN 3/21/11 - 6/20/11	1390 Q2 AFN 6/21/11 - 9/20/11	1390 Q3 AFN 9/21/11 - 12/20/11	1390 Q4 AFN 12/21/11 - 3/20/12	1390 Total AFN 3/21/11 – 3/20/12	AMOUNT OF INCREASE	PERCENTAGE INCREASE
Aybak	25,907,927	7,285,715	4,596,968	7,891,647	13,617,838	33,392,168	7,484,241	29%
Faizabad	16,259,628	6,004,687	8,769,426	13,085,540	6,817,258	34,676,911	18,417,283	113%
Kunduz	41,511,959	9,226,018	17,673,809	24,378,818	19,579,676	70,858,321	29,346,362	71%
Maymana	15,559,138	4,333,599	3,862,501	4,972,222	8,953,244	22,121,566	6,562,428	42%
Mazar-e-Sharif	315,451,082	45,034,982	110,961,073	54,064,254	167,937,480	377,997,789	62,546,707	20%
Pul-e-Khumri	40,531,541	17,320,865	14,157,608	23,388,547	21,540,483	76,407,503	35,875,962	89%
Sar-e-Pul	39,528,101	6,094,751	27,393,928	8,220,750	13,483,394	55,192,823	15,664,722	40%
Sheberghan	13,865,908	2914453	4002010	5077108	16915659	28,909,230	15,043,322	108%
*Taloqan	28,250,003	Not Available	Not Available	Not Available	Not Available	38,132,824	9,882,821	35%
TOTALS	536,865,287	98,215,070	191,417,323	141,078,886	268,845,032	737,689,135	200,823,848	37%

Notes:

1. Revenues are reported on the basis of the Afghan fiscal year, which corresponds to the *Hijri Shamsi* calendar (March 21 – March 20).
2. Baseline 1389 Total Revenues by municipality are derived from the B1 Fixed and Variable Revenue forms submitted to IDLG/GDMA in conjunction with the preparation of the respective municipalities' 1390 annual budgets.
3. With the exception of Taloqan, 1390 Total Revenues are derived from the B1 Fixed and Variable Revenue forms submitted to IDLG/GDMA in conjunction with the preparation of the respective municipalities' 1391 annual budgets. Total Revenues for Taloqan for 1390 are derived from a reconciliation of the municipality's annual bank statement for 1390, and the municipality's B1 Fixed and Variable Revenue Forms for 1390 will be amended to reflect this amount.
4. In previous years, Taloqan has neither reconciled its bank statements on a quarterly basis nor submitted quarterly financial reports to IDLG/GDMA. Consequently, quarterly revenues for Taloqan for 1390 are neither reported nor included in the quarterly totals for all municipalities. As a result, when the quarterly total revenues for 1390 are added together, they will not equal the Total Revenues for 1390, which does include the Total Revenue amount for Taloqan.

Indicator 3.3: % of unregistered businesses that register and obtain licenses as a result of RU-N support

RU-N surveyed businesses in five municipalities where a business registration program had not yet been implemented by UNDP. RU-N advisors trained survey and data entry staff to assist unregistered businesses in filling out the paper registration form and to enter data from the forms into a municipal database. The database automatically issued tariffs, which were then distributed back to business owners. The business owners were instructed to take the tariff form to the bank and pay the municipality's account directly. Once the business owner obtained their receipt from the bank, they were able to request a printed business license from the municipality.

Indicator 3.3: % of unregistered businesses that register and obtain licenses as a result of RU-N support								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	0	n/a	n/a	n/a			New indicator
Option Year One	n/a	60%				0%	19%	

The table below shows the calculation of the number of businesses that have been registered by the RU-N teams, have received tax bills, paid their registration fee at the bank and then had their license issued by the Municipality.

Progress of Business Registration and Licensing as of 30 June 2012			
Municipality	Registered Businesses (1391)	# of Licenses Issued	% Completion ⁴
Faizabad	2,106	218	10.35%
Taloqan	4,510	1,150	25.50%
Pul-e-Khumri	3,836	389	10.14%
Aybak	1,924	930	48.34%
Sar-e-Pul	1,555	0	0.00%
Grand Total	13,931	2,687	19.29%

As the licensing process can be a lengthy one, the table in the Revenue Generation section of this report shows progress toward the final goal of issuing business licenses. (See: Municipal Budget Preparation and Revenue Generation).

⁴ The final percentage reported for this indicator is the percentage of total licenses issued as compared to the total registered business across all municipalities.

PROGRESS TOWARDS REPORTING INDICATORS

RU-N places a strong emphasis on the probity and integrity of government functions. The following Reporting Indicators are based on the USAID Foreign Assistance Framework (FAF) functional objective, “Governing Justly and Democratically” and the FAF program element, “Good Governance”.

Reporting Indicator 1: # of government officials receiving RU-N-supported anti-corruption training

R1 refers to persons employed by the GIRoA. Training refers to all training or educational events whether short-term or long-term, in-country or abroad, where anti-corruption modules are included.

R1: # of government officials receiving RU-N-supported anti-corruption training								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	0	0	0	14			
Option Year One	n/a	36				22	6	

Detailed list of government officials receiving RU-N-supported anti-corruption training				
Municipality	Bid Openings / Pre-Construction Meetings		Budget Preparation Training	
	Male	Female	Male	Female
Mazar-e-Sharif				
Faizabad				
Pul-e-Khumri				
Kunduz	3			
Taloqan				
Sar-e-Pul				
Sheberghan				
Maymana	3			
Aybak				
Total	6			

Reporting Indicator 2: # of sub-national government entities receiving RU-N assistance to improve their performance

R2: # of sub-national government entities receiving RU-N assistance to improve their performance								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	9	0	9	9			
Option Year One	n/a	9				9	9	

All nine northern municipalities are receiving RU-N assistance to improve their performance in such areas as project management, budget preparation, accounting, and revenue generation.

Reporting Indicator 3: # of sub-national governments receiving RU-N assistance to increase their annual own-source revenue

RU-N supports all nine northern municipalities in raising their annual own-source revenue. This has mainly been done through *safayi* tax collection and business tax collection.

<i>R3: # of sub-national governments receiving RU-N assistance to increase their annual own-source revenue</i>								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	9	0	9	9			
Option Year One	n/a	9				9	9	

Reporting Indicator 4: # of mechanisms for external oversight of public resource use support

Indicator R4 measures the number of local mechanisms supported, which provide external oversight of public resource use that RU-N supports through its programming activities.

<i>R4: # of mechanisms for external oversight of public resource use support</i>								
Year	Baseline	Target	April-June 2011	July – Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
Base Year	0	1	0	2	2			
Option Year One	n/a	9				3	2	

RU-N has currently identified the following four mechanisms to be supported through its programming: Citizen Forums (via the Service Delivery Advisory Group, Economic Development Advisory Group, and project-based beneficiary groups), and budget meetings/hearings.

The number of meetings held for each mechanism used is reflected below.

Mechanisms for external oversight of public resource-use on RU-N				
Municipality (Province)	Number of Instances of Each Type of Mechanism (number of meetings/interviews)			
	Service Delivery Advisory Group (Citizen Review Board)	Economic Development Advisory Group (Citizen Review Board)	Project-based beneficiary groups	Budget Meetings/Hearings
Aybak (Samangan)	2			
Faizabad (Badakshan)	2		1	
Kunduz (Kunduz)	4			
Maymana (Faryab)	1			
Mazar-e-Sharif (Balkh)	1		1	
Pul-e-Khumri (Baghlan)	1		1	
Sar-e-Pul (Sar-e- Pul)	1			
Sheberghan (Jawzjan)	1			
Taloqan (Takhar)	2			
TOTAL	15		3	

PROGRAM CHALLENGES

This quarter, as the first round projects continued implementation and were beginning to reach completion, RU-N faced the challenge of handing over the activities funded by the sub-project to municipal control. While sustainability has been a primary point of discussion between the RU-N advisors, municipal officials and citizens throughout the project development and implementation, the details of the transfer of responsibilities needed careful management and discussion. The RU-N team managed this process by holding regular meetings and ensuring that citizens had a forum to express their support for the continuation of the services. RU-N advisors continue to monitor the services and work with the municipality to address any issues they may face in assuming these new responsibilities.

The first round of project implementation also faced a few challenges in terms of municipal and citizen expectations from the contractor. For example, in Sar-e-Pul, citizen monitoring visits resulted in requests from SDAG members for work that was not specified in the contract. After RU-N discussions with the contractor, an agreement was reached whereby the contractor agreed to fulfill the request from the citizens at no additional cost. This experience reinforced the importance of conveying the details of the scope of work to citizen groups prior to the approval of the project, as a key element to ensure the success of the project and support of the community.

For the development of the second round sub-projects, the RU-N team faced a few challenges that delayed the development of the Scope of Work in some cases. Some of the project proposals were delayed due to uncertainties about the best location for the proposed project. For example, in Faizabad, the municipality initially proposed a location for public latrines that was not feasible, as other government bodies had planned to build a road through the same site. After discussions, the municipality agreed on an alternate site for the project, and also reviewed the new location with the Department of Urban Development. As a result of this experience, during preparations for the third round sub-projects, the RU-N advisors are working closely with the municipality to identify sites that are feasible and appropriate for the project. Advisors are also working to ensure that the municipalities have clear ownership of the land, though the municipalities sometimes have problems providing copies of titles or documentation on the ownership.

LESSONS LEARNED

Municipalities and Mayors have expressed their support for using local companies for implementing the sub-contracts, and RU-N has supported this effort whenever possible. Yet, RU-N advisors have noted that engaging with local contractors, though an important part of RU-N efforts, can sometimes be problematic. For both the first and the second round of the RU-N sub-projects, advisors have noted a lack of capacity in local contractors to submit successful and quality bids for procurement solicitations. After reviewing this issue, the RU-N team has begun planning for a Contractor Conference in August that will provide guidance and explanations on how to bid for and work with RU-N sub-projects.

In addition, some lessons learned may emerge from the above-stated program challenges in the near future, after RU-N advisors have had time to reflect on how the challenges were addressed and whether or not their responses were effective.

SUCCESS STORIES

Each quarter, RU-N plans to highlight particular achievements, successes, or unique aspects of the program. The following pages contain four such stories.



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Temporary RU-N Program Becomes One Young Woman's Chance for a Permanent Post

RU-N requires that each municipality involved in the business registration program hire at least two women for data entry posts.



Two data entry staff work hard to enter their quota of business registration forms into the municipal database.

"If she accepts this job, she will be the only [permanent] female staff member in the Municipality."

**—Engineer Shokor, the
Aybak Municipal
Construction Manager**

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

Zohra Zaheeri, 21, graduated from Aybak Teacher Training Institute last year. The vocational institute is one of only two institutions offering post-secondary education in the area. Coming from a conservative community, Zohra was not able to leave her home to attend a four-year university in a big city like Kabul.

One day, a woman from the Service Delivery Advisory Group told Zohra about job openings for the Aybak business registration program.

In early March, with RU-N assistance, the Aybak Municipality recruited a total of 16 surveyors and two female data entry clerks on a temporary (one to two months) basis. Zohra wanted to apply, but was not sure her family would allow her to work. Indeed, her father, Haji Obaidullah, was reluctant to allow her to accept the job, because he was concerned about the working environment.

After some pleading from Zohra, Haji Obaidullah agreed to visit City Hall, where his daughter would be based. If he approved of the environment, he would allow her to apply. Immediately upon entering City Hall, he met Ghafor Hakimi, a RU-N embedded advisor and former teacher at Aybak Teacher Training Institute. Hakimi is a well-known and respected member of the local community. With Hakimi's assurances that Zohra would be safe and looked after, Haji Obaidullah granted his daughter permission to apply for the job and Zohra was hired.

But Zohra's challenges didn't end there. She recalled, "On the first day, I managed to enter just 24 [business registration] forms into the database. We were expected to enter at least 30 forms each per day! I improved, day by day, and now I can enter about 85 forms per day, which is far beyond what I am expected to do".

Municipal officials were so impressed with Zohra's hard work and dedication, that they offered her a permanent job as a computer operator. "Her contract will be approved in Kabul by late May, if all goes as planned," Hakimi said.

Engineer Shokor, the Aybak Municipal Construction Manager, stated, "If she accepts this job, she will be the only [permanent] female staff member in the Municipality."

RU-N required that each municipality involved in the program hire at least two females part of the business registration short-term staff.



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RAMP UP – North Assists Municipalities to Facilitate Public Workshops on a New Municipal Law



Participants in Sar-e-Pul broke into groups to discuss the draft Municipal Law on April 10-11, 2012.



“The new law should include provisions regulating fair distribution of land for housing.”

—a female participant from Mazar-e-Sharif

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The current Municipal Law was developed and instituted during Taliban rule in 2000. For the past few years, Afghan leaders have been working on revising and updating the law. Most importantly, the new law would be vetted by citizens across Afghanistan before being institutionalized.

The new draft Municipal Law was finalized in late 2011 by the Independent Directorate of Local Governance (IDLG). Citizens were to be consulted on the draft in public workshops in all municipalities before sending it to the Parliament and the President. IDLG requested that the Regional Afghan Municipalities Program for Urban Populations Regional Command North (RAMP UP – North or RU-N) and the United Nations Development Programme (UNDP) facilitate these public workshops, which lasted for two consecutive days, April 10-11, 2012.

In Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan, RU-N advisors facilitated the workshops, while in Aybak, Kunduz, Maymana, Mazar-e-Sharif, and Sheberghan, they supported UNDP's facilitation. Over 550 participants attended the first day, over 620 participants attended the second day, and more than 60 of these participants were women. Participants included members of the elected provincial councils, municipal district representatives (*kalanTERS*), civil society (including women and youth) representatives, NGOs, and private sector representatives.

Governors and mayors gave opening remarks stating the importance of consulting with citizens on the draft law, since they would be most affected by the contents. Participants were then divided into smaller working groups and various provisions of the draft law were distributed to the groups. Several hours of discussions ensued, and citizens noted their concerns and suggestions. Before concluding the workshop on the second day, the groups presented their compiled concerns and suggestions to all participants.

Mohammad Yaqub, one of the participants in Sar-e-Pul, stated that “the draft law has set clear education criteria but not clear age requirements for candidates running for the office of mayor. The article that deals with age requirements states that the candidate should be 30 years old. I think that the article should set clear age boundaries. For example, it should say ‘at least 30’ or ‘between 30 and 65’. The law does not state how many times a person can run for the office of mayor either.”

Huma Gohari, Civil Society Manager for RU-N stated that several participants in Pul-e-Khumri challenged these criteria for mayors. “The challenges included ambiguity of age and the number of years the candidate should have lived in the constituency. Participants also expressed concern over the absence of provisions dealing with price control, which was one of the main responsibilities of municipalities in the past.”

Other common concerns centered on land distribution issues and unfair criteria for differentiation between a first grade and second grade municipality.

Turyalai Razaqyar, the former Director of Information and Culture for Balkh Province stated with a sense of humor “I did not know that the Taliban Law was being enforced on us until today”, referring to the current Municipal Law.

The Head of the General Directorate of Municipal Affairs (GDMA) stated that the main goal for these gatherings was to promote good governance by involving citizens, who could enrich the draft law by bringing new ideas to it.



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The Youth of Mazar-e-Sharif Showcase Art Skills in Support of Cleaning and Greening:

RAMP UP-North and the Mazar-e-Sharif Municipality facilitate an art contest for local students



“These kinds of activities and contests will motivate students and their families to plant trees and keep their environment clean and green.”

-Ms. Habiba, Principal of Hazrat Belal School.

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The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP-North or RU-N) sponsored and assisted the Mazar-e-Sharif Municipality and the local Directorate of Education in facilitating an art contest for school children on May 08, 2012. The contest was organized as part of a public outreach campaign for the RU-N Mazar-e-Sharif District 3 trash collection sub-project. More than 120 girls and boys from four schools participated. According to municipal officials, the goal of the contest was two-fold: to inform District 3 citizens about the upcoming trash collection sub-project and to reach the parents of participants and the general public through the students' themed paintings and media coverage of the event.

RU-N provided art supplies for the children, who were given two hours to paint a picture with the theme “Let's Keep our City Clean and Green”. A panel of judges, including one teacher from each of the schools, chose the top ten paintings which were number-coded to avoid any bias in judging. All of the winners received school and art supplies as a prize, and the number one best artist received an additional prize of professional art supplies and a flip chart easel.

Roobika Nori, the RU-N Business Community Officer, stated that the main criterion for selection of winners was a clear message, relevant to the theme, which encouraged the cleaning and greening of Mazar-e-Sharif.

Students rose to the challenge and enthusiastically participated in the event. Most of the paintings were of children watering plants and trees or planting new trees. Many students also painted the beautiful Shadyan Mountains in the background. “These kinds of activities and contests will motivate students and their families to plant trees and keep their environment clean and green,” said Ms. Habiba, Principal of Hazrat Belal School.

Shogofa, a female teacher from Hazrat Bilal, remarked, “every student is from a family, and every family has several members. Surely the students will discuss the contest with and describe their paintings to their families. Their parents and siblings will be encouraged to pay more attention to cleaning and greening.”

The contest was covered by local media, including at least two television stations, Mehr and Balkh Government TV stations. Mehr also invited some of the participants, including students and judges, to a morning television program the following day.

Inspired by this event, and in an effort toward continued public awareness, Aisha Afghan Girls' School established a newsletter entitled “Let's Keep Our City Clean”. The English Department published the newsletter, which contained several articles written by students related to the importance of cleaning and greening.



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Two Women in Sar-e-Pul Inspire Others to Get Involved



"Mayors will be elected in the near future. It is important that women participate in these elections, and for that they must be informed about the Municipality's roles and responsibilities."

- Zuhail, a female member of the SDAG



"We found defects [in the sub-contractor's work] on several occasions and asked the sub-contractor to fix them."

-Nasima, a female member of the SDAG

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Zuhail and Nasima joined the Service Delivery Advisory Group (SDAG), a group of citizen volunteers who provide a bridge for communication among citizens and municipal officials, in September 2011. The SDAGs were facilitated by the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP – North or RU-N) to provide a way for citizens and municipal officials to communicate constructively and in a non-confrontational manner. Since joining the SDAG, these two women have regularly and actively participated in SDAG meetings in an effort to work with the Sar-e-Pul Municipality to provide better services to citizens.

Nasima, who is currently the Head of the Directorate of Women's Affairs (DoWA), was elected Vice Chair of the SDAG. She said that she joined the SDAG because she was interested in serving her community, and as an SDAG member, she could work with both the Mayor and the citizens for the provision of better quality municipal services. Zuhail is the Director of an NGO called Women for Afghan Women, which advances women's rights and helps women who are victims of domestic violence.

Not only do Nasima and Zuhail participate in regular SDAG meetings, but they also dedicated themselves to becoming the most active members of the SDAG Monitoring Committee. The Committee was tasked with weekly monitoring of the RU-N-sponsored park improvement sub-project, where several improvements were made to the central park in Sar-e-Pul. The project reached the scheduled completion date in May 2012, but the SDAG requested a delay in order to fix some defects spotted by the Monitoring Committee. "We found defects [in the sub-contractor's work] on several occasions and asked the sub-contractor to fix them," said Nasima.

"These two women are the most active members of the Monitoring Committee. This is really admirable that they are supporting the Municipality to this extent, with all the cultural and security concerns that exist for women in Sar-e-Pul," said Abid, a RU-N embedded advisor in Sar-e-Pul.

"My expectation is that we will increase transparency in terms of municipal activities through the SDAG. This transparency will come with our monitoring and observation of the services provided by the Municipality and provision of constructive suggestions and advice on how to improve services," stated Zuhail.

Nasima added, "Sar-e-Pul is a remote and very [traditional] province. Women seldom work outside. I am doing this in order to encourage other women to participate in the development of their city, and I know how important women's participation is...the women of Afghanistan play the most important role in managing households, and our city is only a larger model of our homes."

According to Zuhail, other women working for her NGO were inspired by her role in the SDAG, and have expressed their interest in getting involved as well. In fact, these two women hope to be an inspiration to all of the women in their community. Zuhail pointed out that "Mayors will be elected in the near future. It is important that women participate in these elections, and for that they must be informed about the Municipality's roles and responsibilities."